



**Transportation Asset Management Council  
December 10, 2003 Workshop  
Final Report**

## TABLE OF CONTENTS

TABLE OF CONTENTS.....	1
BACKGROUND .....	2
Deliverables .....	2
Pre-Planning Activities .....	2
WORKSHOP ATTENDANCE .....	3
WORKSHOP AGENDA .....	4
WORKSHOP RESULTS.....	5
Identifying Products and Services .....	5
Identifying Stakeholder.....	5
Identifying Perceived Expectations .....	6
Considering a Graphic Representation .....	9
Drafting Strategic Planning Statements.....	11
Drafting a High-Level Work Breakdown Structure.....	13
NEXT STEPS .....	15



**Report prepared by:**  
**Performance Excellence Division**  
**Michigan Department of Transportation**  
**December 18, 2003**

## **BACKGROUND**

To date, the Transportation Asset Management Council's 2003 Work Plan has been carried out successfully and the most recent meetings have been very productive. However, the council has felt a slight disconnect in knowledge and participation among the council membership and struggles to define and agree upon the 'next steps' toward designing a 'statewide strategy.' Some members of the council have felt that this disconnect is currently diminishing the effectiveness of the council.

The Transportation Asset Management Council has requested the Michigan Department of Transportation Performance Excellence Division's engagement in designing an appropriate workshop/intervention to divulge and address these and any other pertinent issues.

## **DELIVERABLES**

- Assessment tool (design, administer, & report findings)
- Action Plan for the development of the improvement workshop or intervention
- Pre-Planning Meeting
- Workshop Agenda
- Documentation of the Workshop Results
- Workshop Evaluation

## **PRE-PLANNING ACTIVITIES**

<b>Date</b>	<b>Communication/Meeting</b>	<b>Participants</b>
11/6	Meeting	Susan Mortel, Carmine Palombo, Kirk Steudle
11/14	Meeting	Rick Lilly
11/14	Meeting	Ron Vibbert
11/19	Telephone Call	Steve Warren
11/21	Telephone Call	Steve Warren
11/21	Meeting	Kirk Steudle
11/21	Meeting	Carmine Palombo
12/10	Workshop	Council Members

## **WORKSHOP ATTENDANCE**

### **Council Members**

**Council Chairman, Carmine Palombo**

Director, Transportation Programs, Southeast MI Council of Governments

**Steven Warren**

Deputy Director/Director of Planning, Kent County Road Commission

**William McEntee**

Director of Permits & Environment, Road Commission for Oakland County

**John Kolessar**

City Engineer, City of Bay City

**Susan Mortel**

Director, Bureau of Transportation Planning, Michigan Department of Transportation

**Kirk Steudle**

Chief Deputy Director, Michigan Department of Transportation

**Aaron Hopper**

Vice Chairman, Chippewa County Board of Commissioners

**Thomas Wieczorek**

City Manager, City of Ionia

**Gerald Richards**

Manager, Meridian Charter Township

**Rick Deuell**

Planner, Northeast Michigan Council of Governments

### **Expert Staff**

**Rob Surber**

Geographic Information Systems, Department of Information Technology

**Ron Vibbert**

Asset Management, Michigan Department of Transportation

**Rick Lilly**

Asset Management, Michigan Department of Transportation

**William Tansil**

Asset Management, Michigan Department of Transportation

### **Facilitators**

**Coleen Hines & Cheryl Oatley**

Performance Excellence Division, Michigan Department of Transportation

## **WORKSHOP AGENDA**

### **TRANSPORTATION ASSET MANAGEMENT COUNCIL WORKSHOP DECEMBER 10, 2003**

#### **WORKSHOP OBJECTIVES:**

1. Clarify the roles and responsibilities of the council.
2. Agree on a high-level approach to accomplish the six priorities that have already been defined and within a 1-5 year time frame.
3. Begin to create a high-level work breakdown structure map for each of the six priorities.

#### **AGENDA**

**8:30 - 8:45 OPENING & OVERVIEW**

**8:45 - 9:45 STAKEHOLDER IDENTIFICATION**

**9:45 - 10:00 BREAK**

**10:00 - 11:00 STRATEGIC PLAN STATEMENT**

**11:00 - 11:45 HIGH-LEVEL WORK BREAKDOWN STRUCTURE**

**11:45 - 12:15 LUNCH**

**12:15 - 1:45 HIGH-LEVEL WORK BREAKDOWN STRUCTURE**

**1:45 - 2:00 BREAK**

**2:00 - 3:30 HIGH-LEVEL WORK BREAKDOWN STRUCTURE**

**3:30 - 4:00 TASK RELATIONSHIPS**

**4:15 CLOSING & NEXT STEPS**

## **WORKSHOP RESULTS**

### **Identifying Products and Services**

1. Collect Data
2. Distribute Money
3. Educate
4. Spend Money
5. Make Recommendations
6. Report To Commission, Legislature,
7. Develop Procedures
8. Comply With The Law
9. Publish Reports
10. Interpret The Law
11. Interpret Data
12. Make Decisions
13. Investigate (Tools, Information)
14. Plan communications
15. Listen To People
16. Promote Asset Management: (Tools, Concepts, Procedures)
17. Identify Best Practices
18. Represent Agencies/Organizations/Constituents
19. Innovate
20. Lead Asset Management Efforts
21. Plan

### **Identifying Stakeholders**

- State Transportation Commission
- Road Commissions
- Legislature
- Local Government Officials
- Traveling Public
- Consultants
- Michigan Department of Transportation
- Transportation Organizations (Road Builders, Pavement Groups)
- Federal Highway Administration / Other States
- American Association of State Highway and Transportation Officials
- Transportation Research Board
- Academia
- Governor Jennifer Granholm
- Metropolitan Planning Organizations

## Identifying Perceived Expectations

The spreadsheet on the next two pages illustrates the results of an activity designed to identify the perceived expectations of the council's known stakeholders.

Listed horizontally across the top of the spreadsheet are the customers/stakeholders that were identified in the previous activity. Vertically, along the first column, are expectations that council members perceived or predict that those customers have expected or would be expecting from the council.

Within the vertical rows of each customer, the  $X^1$ ,  $X^2$  and  $X^3$  depict the top three expectations as they were rated by the council members, with  $X^1$  having received the most votes. Finally, the expectations that most frequently occurred across all customers are highlighted on the spreadsheet.

### SEE DATA ON NEXT TWO PAGES

For convenience, the customer expectations which were most commonly identified by the council (highlighted on the spreadsheet) are listed below:

1. Be All-Inclusive (Make Certain to Address All Six Items on the Priorities List)
2. Emphasize Inclusion and Consensus-Building
3. Establish Uniform Processes and Procedures
4. Explain decisions Using Technical tools
5. Explore and Develop a Method of Assessing Whether the Road Authority is Doing a Good Job
6. Help With Decision Making Involving Small Budgets
7. Lead to a Definite Conclusion: "What is Adequate Funding?"
8. Provide Education
9. Provide Effective Tools
10. Provide Faster Recommendations
11. Provide Information
12. Provide Objective Data Collection and Data Display
13. Provide Recognition of Needs and Responsibilities
14. Provide Uniform Consistency Regardless of Jurisdictional Boundaries
15. Remain Public and Accountable

### PED Recommendations for Next Steps

*The council might like to design some method of contacting the customers to validate this data. Such customer survey data would serve as a useful performance measure.*

Transportation Asset Management Council Workshop December 10, 2003															CUSTOMERS	Transportation Commission	Road Commission	Legislature	Local Government Officials	Traveling Public	Consultants	Michigan Department of Transportation	Organizations (Suppliers to the System)	Federal Highway Administration	Other States and AASHTO	Transportation Research Board and Academia	Governor	Metropolitan Planning Organizations and Regional Planning Agencies	MOST FREQUENT / COMMON EXPECTATIONS
PERCEIVED EXPECTATIONS																													
Act 51: Be Mindful Of Funding Study Committee's Recommendations																	X				X				X				
Act 51: Establish The Basis & Information For Changing The Formula																													
Act 51: Revise & Simplify Formula																	X <sup>2</sup>				X				X				
Act As A Consensus-Building Body															X		X <sup>1</sup>												
Add The Consultant's Points																													
Advance The Process Of Asset Management To Be More Marketable																				X <sup>1</sup>				X					
All-Inclusive (Make Certain They Address All Six Items On The PRIORITIES List)																X		X			X				X		X		
Anticipate Questions and Challenges															X														
Be An Independent Set Of Eyes															X														
Be Good Stewards Of Our Money																			X <sup>3</sup>										
Be Innovative															X														
Be The "Silver Bullet:" The Solution To All Future Needs																	X				X				X				
Collaboration															X	X <sup>3</sup>					X								
Collect and Compile More Complete Data																							X						
Define a Role For Universities																													
Deliver Products/Deliverables (Data/Reports)																													
Demonstrate Collaboration																													
Design & Demonstrate Consistent Processes/Procedures															X	X					X								
Develop A Learning Curve (& Make All Of The Mistakes So We Don't Have To)																								X <sup>3</sup>					
Development and Identification Of Effective Tools																													
Emphasize Inclusion & Consensus-Building															X <sup>1</sup>	X	X	X			X					X <sup>1</sup>	X	X	
Ensure Good Roads																			X <sup>1</sup>										
Ensure Greater Flexibility In Use Of Federal Funding																					X <sup>1</sup>								
Establish Best Practices																								X <sup>1</sup>					
Establish Uniform Processes & Procedures																X		X			X						X	X	
Explain Decisions Using Technical Tools																X		X			X						X	X	
Explore & Develop Method Of Assessing Whether Road Authority Is Doing A Good Job																X		X <sup>1</sup>			X						X	X	
Explore & Identify Possibility Of Additional Funding From Federal Sources																					X <sup>3</sup>								
Guarantee Us Representation In The Final Transportation Strategy																X					X								
Help Us Define Our Role In The Asset Management Process															X														
Help Us Learn From The Process																							X						
Help Us With Decision Making Involving Smaller Budgets																X		X			X						X	X	
Keep Us Involved In The Process (Advisory Panel)																						X <sup>1</sup>			X <sup>3</sup>				
Lead Us To A Definite Conclusion: "What Is Adequate Funding?"																X		X			X						X	X	
Listen To The Other Groups															X														
Maintain Transferability To Other States																				X <sup>3</sup>			X		X <sup>1</sup>				
Maintain Very Broad Flexibility																				X					X				
Make Recommendations For Both Road & Bridges																	X				X					X			
Make Sure All Roads Are Preserved																			X										
Meet The Requirements Of The Law															X <sup>3</sup>														
Promote Asset Management																				X			X		X				
Provide A New Vision For The Future																							X <sup>3</sup>						
Provide A Positive Influence																X					X								
Provide Assurance That Federal Aid Is Spent Efficiently																							X <sup>1</sup>						
Provide Clear Explanations																			X										





## **Considering a Graphic Representation**

Councilmember Steve Warren presented the graphic illustration shown the next page. This is a graphic that Steve developed to show the relationships between the council's activities with the State Transportation Commission and the local/state road agencies.

### *PED Recommendations for Next Steps*

*Warren's graphic illustration was designated by a good number of the members of the group as a comprehensive yet simple method of visualizing and articulating the purpose and direction of the Transportation Asset Management Council. The group could decide to take a closer look at this graphic illustration for formal adoption and future use.*

**SEE GRAPHIC ON NEXT PAGE**

# Transportation Commission

REPORTS,  
GOALS &  
RECOMMENDATIONS

## ASSET MANAGEMENT COUNCIL — STATEWIDE REPORTING —

- Existing conditions/functional classification
  - statewide
  - geographic regions
- Investment analysis
  - past, present, future
- Projected conditions/functional classification
  - statewide
  - geographic regions
- Alternative investment scenarios
  - improvement types
  - funding levels

SYSTEM  
CONDITION  
GOALS

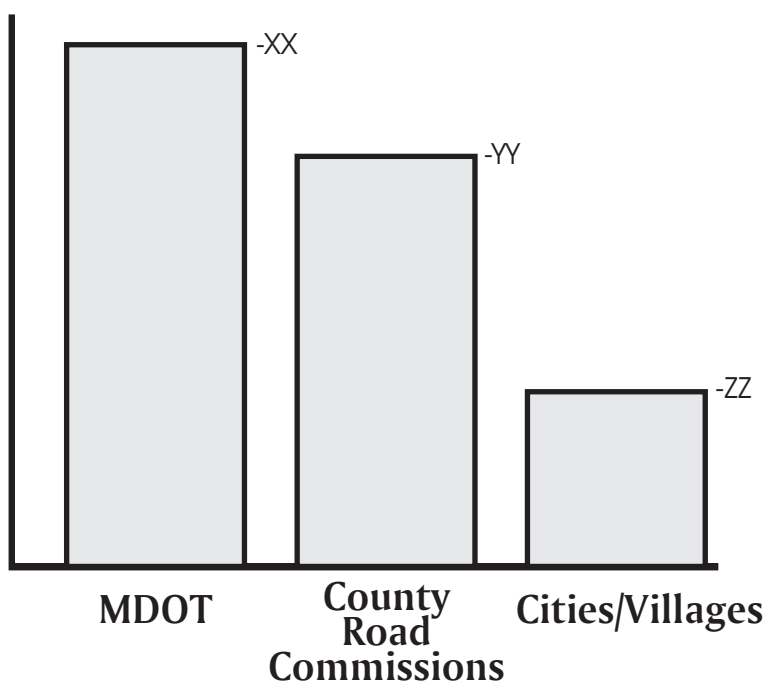
INVESTMENT  
REPORTING &  
CONDITION  
DATA

ASSET  
MANAGEMENT  
TOOLS

## ACT 51 JURISDICTIONS

- project development & implementation

% Implementing  
Asset  
Management  
Tools



REGIONAL / MPO SUPPORT

## Drafting Strategic Planning Statements

By drafting a strategy statement, the council began to articulate a ‘game plan’ for approaching their roles and responsibilities for the upcoming year.

The proposed strategy statements include:

1. Periodic inventory assets, establish a baseline, set a measurable goal, obtain funding, then construct or operate roads and bridges consistent with goals and funding.
2. Utilize the principals of asset management to improve Michigan’s roads.
3. Report to the Transportation Commission composed of:
  - existing and projected conditions of the state’s public road system by functional classification with statewide and geographic (regional) reference (i.e., breakdowns)
  - levels and types of investment (past, present, future) with statewide and regional reference
  - Analysis of the system implications of existing and potential investment levels (by type of investment and by the level of investment)
  - Recommend best practice for transportation jurisdictions to implement asset management process defining a range of options and analytical tools
4. The Transportation Asset Management Strategy for successfully accomplishing its mission will focus on the compilation of data, which can be compared over time, interpreted in multiple ways, and easily explained to both transportation professionals and the general public.
5. To develop a coordinated statewide approach to collection of transportation data developed with input from local units of government and the state, communicated to the transportation commission, legislature, government that allows for identifiable future consequences of current decisions.
6. The Transportation Asset Management Council Strategy is to:
  - promote a collaborative effort between state, regional and local entities
  - Adopt asset management tools and techniques that can be used by all road agencies throughout the state
  - Provide a seamless travel experience for users of a transportation network irrespective of jurisdictional boundaries
7. Working together to:
  - maximize the effectiveness of investments in our transportation system
  - achieve a road system that is clearly and demonstratively superior
  - share the cost and benefits of transportation systems across the state
  - provide leadership to the public and elected officials.

8. The Transportation Asset Management Council must collaborate in a spirit of openness and cooperation to lead the process of data collection, storage and distribution of asset information in a way that fairly and equitably addresses the real transportation needs of Michigan. This needs to be done with sound tools and procedures and communicated in a clear and understandable way to all stakeholders.
9. The Transportation Asset Management Council approach for Michigan's road and bridge network developed by the council will be inclusive and based on consensus of all interested organizations. The methodology is to be technically sound, objective and simple to communicate. It will recognize the functionality of the network and roles all jurisdictions play in impacting the system condition.
10. The Transportation Asset Management Council's strategic plan:
  - shall keep all players involved to their level of participation
  - shall layout where we need to go, how and when we achieve that
  - shall conform with all laws and regulations
  - shall be ever mindful of costs to achieve these goals.
11. The Transportation Asset Management Council's strategy will be to collaborate and work together to:
  - collect data and develop a technically sound tool set to assess system condition and predict the outcome of alternative, future investment patterns
  - develop institutional relationships and build consensus around the processes and procedures that will make it possible to use these tools to manage our road and bridge system
  - share widely and encourage the application of asset management principles and tools

Our expected outcome is an asset management system that is easily used and communicated and results in a seamless network that is not based on jurisdiction but functionality.

*PED Recommendations for Next Steps*

*Number 11 was designated by a good number of the members of the group as most completely articulating the purpose and direction of the Transportation Asset Management Council. The group could decide to take a closer look at this statement for formal adoption and future use.*

## **Drafting a High-Level Work Breakdown Structure**

By breaking down the council's *Six Priorities* into high-level tasks, the members specified the actual work that needs to be accomplished to achieve the goals set for the upcoming year. These high-level tasks are listed in sequential order beneath each priority item below:

- A. To provide the Legislature and the State Transportation Commission with an annual assessment of the public roads and bridges within the state.
  - A1. Decide "What Data?"
  - A2. Assess Alternative Methods
  - A3. Gain Constituent Input
  - A4. Train
  - A5. Collect Data (By End of November)
  - A6. Data Analysis (March)
  - A7. Format
  - A8. Draft/Review/Approve (April)
  - A9. Annual Assessment (May)
- B. To recommend an asset management "strategy" to the State Transportation Commission.
  - B1. Define "What is in Strategy?"
  - B2. Develop Timeline
  - B3. Gain Consensus
  - B4. Gather Information
  - B5. Alternative Analyses
  - B6. Draft
  - B7. Review/Approve
  - B8. Recommend Strategy (By 2006)
- C. To recommend an asset management process statewide and the tools and procedures needed to implement such a process.
  - C1. Identify Tools
  - C2. Evaluate Tools and Processes
  - C3. Gain Consensus
  - C4. Train
  - C5. Implement
  - C6. Review/Approve
  - C7. Recommend Asset Management Process (By 2005)
- D. To serve as an educational forum regarding the benefits of using an asset management process and those elements that feed into such a process.
  - D1. Develop Communication Plan
  - D2. Identify Opportunities
  - D3. Develop Materials
  - D4. Train
  - D5. Deliver Products
  - D6. Gather Feedback
  - D7. Modify Products (Speakers Bureau, Web Site, Presentations, Videos)

- E. To develop and maintain a spirit of cooperation amongst road agencies.
  - E1. Identify Opportunities
  - E2. Develop Materials
  - E3. Schedule Activities
  - E4. Train
  - E5. Conduct
  - E6. Report Results (Feedback Meetings, Surveys, Lists of Activities)
- F. To work with regional planning agencies and metropolitan planning organizations to carry out the activities necessary to fulfill these activities.
  - F1. Identify Opportunities
  - F2. Develop Materials
  - F3. Schedule Activities
  - F4. Train
  - F5. Conduct
  - F6. Report Results (Feedback Meetings, Surveys, Lists of Activities, Metropolitan Planning Organization and Regional Planning Organizations' Work Plans)

(This particular work breakdown structure needs further development.)

*PED Recommendations for Next Steps*

*The council needs to continue to break down the tasks into subtasks, estimate the effort and duration for each work item and its tasks/subtasks, identify dependencies among work items, assign work items to the appropriate committees, identify risks to work item completion, and prepare a milestone plan that lists the dates by which work items will be completed.*

## NEXT STEPS

Dialogue focused around the strategy planning and work breakdown structure resulted in several possible next steps for the council. These would need to be taken up in a formal Transportation Asset Management Council meeting. Council members suggested the following possible action items:

- Decide what time frame is going to be developed (through 2004 or through 2006).
- Continue to develop the work breakdown structure that we started today.
- Check to see whether / how the work breakdown structure is aligned to 2003 work program.
- Plan further discussion of the work breakdown structure into the January 7<sup>th</sup> Transportation Asset Management Council meeting agenda.

The council also identified several additional topics which could be addressed in the future. Although these topics were ‘out of scope’ for the content of this workshop, they were documented and placed in the Parking Lot. It was later recommended by the council that they be considered as possible future items for Transportation Asset Management Council meetings.

These items were placed in the ‘parking lot’:

- Need to more clearly define “maintenance.”
- Decide who is / should be responsible for educating the public on funding.
- Discuss creation of an Advisory Council.
- Need to more clearly define the role of the regional planning organizations.
- Develop performance measures.
- Test prediction models and data collection models.



Comments and/or questions regarding this report may be directed to:

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